Human Resources Management Toolkit
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Why Human Resources Management?
• Each organization has a unique mission, vision and strategy

Workshop Goals
• To equip participants with various HR management tools
• To better understand the HR management function and how it supports the overall organizational purpose

Why Human Resources Management?
• Each team member plays an important role

Company Mission, Vision, and Strategy

Individual Role

Team Role

Understand his/her Role

Be recognized for achieving results

How does role fit with the big picture?
**Why Human Resources Management?**

- Team members align to help company achieve its goals

**The HR Management Process**

- Recruiting
- Hiring
- Training
- Performance Management
- Compensation and Reward
- Establishing Smart Goals
- Ongoing Performance Monitoring
- Formal Performance Reviews

**Behavioral Interviewing**

Selecting the best person for the job

**Take the Time – Do It Right**

- Job-person fit is improved
- Increase your chances of success
- Process is defensible
- Process forms the basis for goal setting and performance reviews

**Common Hiring Problems**

- New hire is a bad fit
- Didn't hire what we need
- Hired Dr. Jekyll/Mr. Hyde
- New hire was not entirely truthful about...

**How to Select Great Employees**

- Define the job
- Develop a job description
- Recruit for the position
- Review resumes
- Interview candidates for the job
- Check references
How to Select Great Employees, Cont.

- Consider selection assessment
- Review all data on final candidates
- Select your final candidate
- Extend an offer
- Hire the best-fit candidate
- Send letters to unsuccessful candidates

Candidate Interviews

- Two types of interviews:
  - Traditional
  - Behavioral

Traditional Interview

- Focuses on straightforward questions and answers
- What are your strengths and weaknesses?
- What challenges did you face and how did you handle them?
- If you were in this type of a situation, how do you think you might handle yourself?
- Describe a typical workweek

Behavioral Interview

- Employer decided/knows skills necessary for job
- Focuses on these skills
- Rather than, “how might you behave?”, “how did you behave?”

Behavioral Interview

- Major tenet of behavioral interviewing:
  Past performance predicts future performance.

Behavioral Interview

- Behavioral interview questions are:
  - Specific job-related and more
  - Probing
  - Pointed
  - More specific than a traditional interview
Examples

• Give me an example of a goal you reached and what you did to achieve it.
• What do you do when your schedule is interrupted? Give me an example of how you handle it.
• Give me an example of how you worked effectively under pressure.

STAR/SOAR Concept

• Situation
• Task/Objective
• Action
• Result

Behavioral Interviews Should:

• Be grounded in job description
• Align with job-related competencies
• Be consistently administered to each applicant
• Provide information relevant to person-job fit

Behavioral Interviewing

Exercise

Immigration Employment Law

• Many choices
• Costs can be very significant or inexpensive
• Look at your competitors to help determine what you should offer
• Seek assistance, especially on the more complex/regulated benefits
• “Big 3” - Health insurance, retirement, vacation/PTO

Employee Benefits
**Employee Benefits**

- Health Insurance
- Can take many forms
- Landscape is changing - new rules coming
- Costs are usually very high
- Cash in lieu of health benefit
- Comparison shop

**Employee Benefits**

- Retirement Plans
- Many options
  - 401k
  - Defined Benefit Pension
  - SEP
  - IRA’s
- Will likely need an advisor
- Costs vary from inexpensive to very rich

**Employee Benefits**

- Vacation/Paid Time Off
- Work with your CPA
- Compare to your competition
- Beware of labor laws

**Employee Benefits**

- Cafeteria Plan/Flex Spending
- Stock Options/ISO’s
- Dental Plan
- Life Insurance
- Disability Insurance
- Matching 401k
- Retirement Medical Plan
- Matching 401k
- 403(b)
- 457
- Matching 403(b)
- 457
- Matching 403(b)
- Tied to the business/Time-bound: Personal goals should be in sync with the department and company goals, and should have a definite time frame for achievement.

**Employee Benefits**

- Performance Management: Communication is Key
  - Company should intentionally communicate its mission, vision and strategy to all employees
  - Employees must understand their role in relation to the big picture
  - Employees establish goals that are appropriate for their role

**Employee Benefits**

- Performance Management: S.M.A.R.T. Goals
  - S - Specific: Goal must focus on specific result or accomplishment, rather than on general or vague actions.
  - M - Measurable: A goal must be measured to be effectively managed. Measures might include quality, quantity, timeliness or cost.
  - A - Agreed upon: Supervisors and employees should both agree up on the substance of the performance goal.
  - R - Realistic: Goals should not be so easy that individual can readily meet the accomplishment, but not so difficult they are de-motivating. The best goals are challenging, yet realistic.
  - T - Tied to the business/Time-bound: Personal goals should be in sync with the department and company goals, and should have a definite time frame for achievement.
Performance Review

• A tool that supports the overall HR management
• An excellent opportunity for candid feedback
• Should not be full of surprises
• Should be used as an opportunity to affirm and encourage
• A great starting point for establishing next year’s SMART goals

Resources, Websites

• See Handouts
• HR Management Websites:
  • http://Hr.blr.com/
  • www.shrm.org/
  • www.smallbusiness3.com
  • www.entrepreneurship.org

Questions?

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